PROVINCE OF SASKATCHEWAN

10-11

PLAN FOR 2010-11

ENTERPRISE
SASKATCHEWAN

MINISTRY PLAN FOR 2010-11

Statement from the Minister

Saskatchewan has undergone a remarkable period of growth and prosperity in the past several years, in spite of global economic challenges across the world. By virtue of our diverse strengths and competitive advantages, we are predicted to be among Canada's top provinces for economic growth in 2010 and 2011.

Enterprise Saskatchewan was created to encourage these strengths and assist in the development of these competitive advantages. As such, we are dedicated to ensuring this agency is properly positioned and equipped to excel in its role. Much thought and effort has gone into refining and defining our values. Our culture is based on integrity, excellence, collaboration, innovation, and accountability. The successes we have achieved are characterized by open communication, teamwork, and actions that are transparent and consistent. Each employee is responsible for taking personal ownership of these values, and Enterprise Saskatchewan is fully committed to providing work-life balance, developmental opportunities, and a supportive work environment for employees.

All of this is geared toward one thing: fulfilling our strategic plan and reaching the goals we have set.

The first goal is to sustain Economic Growth for the people of Saskatchewan. We are determined not to be caught unprepared for the challenges of growth and development, but rather to anticipate by being forward-thinking and proactive.

The second is to Secure Saskatchewan as a safe place for people to work and live - secure and confident for the future, secure in the benefits of a healthy economy, and secure in their trust that growth will be sustained.

This trust is an integral component of the third goal, which is to see that the Government's Promises are fulfilled in a manner which is transparent and accountable to the people of Saskatchewan.

I am very pleased to be a part of this organization. The talent, vision, and work ethic of the employees of Enterprise Saskatchewan are second to none. I would argue that few things are more critical to a healthy and growing society than ensuring responsible economic development. Removing barriers to growth, increasing competitiveness, attracting and creating investment, and pressing the Saskatchewan advantage wherever possible is a profoundly important and meaningful undertaking. The work we are undertaking is, in effect, leaving a legacy of prosperity that will have not just an economic impact but a human impact on this province for years and even decades to come.

Saskatchewan possesses infrastructure, advanced technology, a positive overall business environment and a Government fully supportive of innovation, growth, and expansion. Led by Enterprise Saskatchewan and the priorities detailed in this Plan for 2010-11, we look forward to what we can build on together in the years ahead.

I will report on the progress made toward this Plan, within the financial parameters provided to Enterprise Saskatchewan, in Enterprise Saskatchewan's annual report.

The Honourable Ken Cheveldayoff
Minister Responsible for Enterprise Saskatchewan

Response to Government Direction

Ministry and Agency Plans for 2010-11 align with Government's **vision for a secure and prosperous Saskatchewan, leading the country in economic and population growth, while providing opportunity for a high quality of life for all**. Government's vision, goals, and priorities for the upcoming year are described in the ***Government Direction for 2010-11: Balanced. Forward-Looking. Responsible.***

Government's Plan and Budget for 2010-11 are about finding balance: responsibly managing expenditures, ensuring a solid revenue base, minimizing debt levels, and ensuring everyone can benefit from the province's economic prosperity.

To maintain the province's economic momentum, steps need to be taken to slow the growth in government expenditures. Direction has been provided to ministries to find ways to improve the effectiveness and efficiency of government's programs and services, and to ensure the best use of public funds. Efforts will focus on responsible financial management and innovative solutions to improve services to the public while reducing government's overall footprint.

Similar to the ministry and agency plans presented last year, the Plan for 2010-11 communicates a high-level framework for the Agency's key activities and identifies how the Agency works to support Government's goals and priorities.

Mission Statement

Enterprise Saskatchewan provides leadership as the central coordinating agency of the Government of Saskatchewan for economic development. In partnership with key stakeholders, Enterprise Saskatchewan advances a transformative sustainable economic growth agenda and develops a culture of innovation and entrepreneurship that encourages investment and population growth, creating prosperity for all Saskatchewan residents.

Strategies and Actions

Government Goal – Economic Growth

Sustain Economic Growth for the benefit of Saskatchewan people, ensuring the economy is ready for growth and positioning Saskatchewan to meet the challenges of economic and population growth and development.

Strategy	Key 2010-11 Actions
Increase economic growth by engaging key stakeholders in economic development planning	• Provide secretariat support to the Enterprise Saskatchewan Board, sector teams, and strategic issues councils. • Advance strategies and recommendations that enhance Saskatchewan's economic growth to the Enterprise Saskatchewan Board. • Work collaboratively with Enterprise Regions and other regional stakeholders on economic development planning. • Work with Crowns on economic development activities through the Major Projects Coordination Strategy, regional economic development plans, and sector team strategies.
Increase investment in Saskatchewan	• Continue to develop and implement the international Marketing and Investment Attraction Strategy, coordinating efforts with other government agencies, non-governmental organizations, and industry. • Partner with key stakeholders to organize trade missions to priority markets that result in business and investment leads. • Attend national and international trade shows in key industry sectors to build awareness of Saskatchewan investment opportunities. • Use in-market consultants outside of Saskatchewan to identify opportunities for investment attraction and collaboration and to achieve positive media coverage of Saskatchewan's economic opportunities in target markets. • Engage stakeholders in developing marketing materials and tactics to increase Saskatchewan's visibility in domestic and international markets. • Increase investment from existing Saskatchewan companies by helping them overcome roadblocks to investment and expansion. • Consult with sector teams, strategic issues councils, and other stakeholders to identify and advance measures that will enhance Saskatchewan's competitive position as a location for investment. • Monitor and report on the competitiveness of Saskatchewan's tax environment. • Provide pathfinding services to companies interested in investing in Saskatchewan.
Improve the ease of doing business in Saskatchewan by reducing regulatory barriers and enhancing service delivery	• Implement a Regulatory Modernization Strategy to address regulatory barriers to economic growth. • Continue to work with federal and municipal governments and other ministries to expand and enhance one-stop online services such as Saskbiz and BizPaL. • Collaborate with other ministries and Information Services Corporation to implement a one-stop business service centre to simplify the process of starting a business in Saskatchewan. • Report publicly on measures taken to enhance the provincial regulatory environment by providing more efficient, effective, and predictable regulation.

Strategy	Key 2010-11 Actions
Provide effective economic development programs and services	• Increase uptake of the Employee Ownership option under the Invest in Saskatchewan Program through a concentrated marketing effort. • Use the Community Development Trust Fund and Western Economic Partnership Agreement to support high-impact economic development projects. • Continue to research and develop tools and best practices to support regional economic development initiatives. • Continue to support entrepreneurs through the Small Business Loans Associations Program.
Foster a culture of entrepreneurship	• Implement an Entrepreneurship Strategy to help entrepreneurs create new enterprises and purchase established businesses. • Work with Innovation Saskatchewan to increase the commercialization of innovation in the province. • Work with other ministries and stakeholders to enhance entrepreneurship training and programs for youth. • Develop a web-based service to facilitate mentorship for beginning entrepreneurs. • Increase awareness of the importance of business succession planning in the province.
Increase Aboriginal engagement in the economy as partners	• Work with Advanced Education, Employment and Labour (AEEL), First Nations and Métis Relations (FNMR), the Clarence Campeau Development Fund, training institutions, and other partners to increase the capacity of Aboriginal people to participate in economic development projects. • Assist FNMR and other partners to increase First Nations and Métis awareness of and participation in resource developments and other major projects. • Support FNMR, AEEL, First Nations and Métis organizations, and other stakeholders in developing an Aboriginal Economic Development Strategy.
Diversify the provincial economy and increase value-added production to sustain economic growth	• Advance sector team recommendations to build on sector strengths and reduce barriers to growth. • Support strategic industry associations and non-governmental organizations to strengthen emerging sectors of the economy. • Develop a plan to establish an advanced manufacturing centre of excellence in Saskatchewan.
Help to close Saskatchewan's labour market supply and demand gap	• Continue to support industry, labour, Aboriginal, and training institution partnerships that reduce labour market supply and demand gaps. • Work with the Labour Market Strategic Issues Council to guide labour market development priorities to help Saskatchewan respond to economic growth opportunities and challenges. • Facilitate consultations with industry to support the development of a provincial Labour Market Strategy. • Work with Enterprise Regions to understand local labour market issues.

Government Goal – Security

Secure Saskatchewan as a safe place to live and raise a family where people are confident in their future, ensuring the people of Saskatchewan benefit from the growing economy.

Strategy	Key 2010-11 Actions
Facilitate greater participation of Saskatchewan's young people in the economy	• Develop a Youth Economic Engagement Strategy in partnership with the Youth Economic Engagement Council. • Encourage and support youth leadership development throughout the province by funding leadership training and facilitating youth-led economic development projects. • Use Enterprise Saskatchewan regional staff to promote the expansion of young professionals networks throughout the province. • Support partnerships between industry and educational institutions that connect youth with employment and training opportunities.
Accelerate the growth of sustainable energy industries	• Work with Energy and Resources and other provincial ministries to facilitate the implementation of the provincial government's position on the Uranium Development Partnership recommendations. • Work with Environment and Energy and Resources to develop a Biomass Utilization Strategy, depending on broader carbon policy developments.

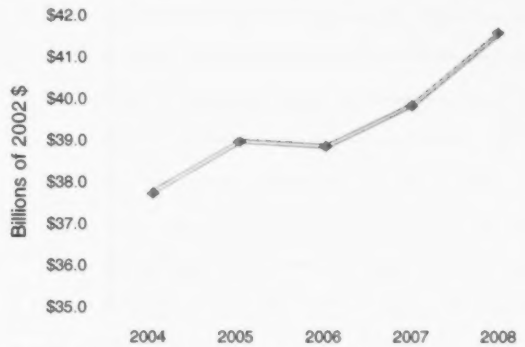
Government Goal – Promises

Keep Government's **Promises** and fulfill the commitments of the election, operating with integrity and transparency, accountable to the people of Saskatchewan.

Strategy	Key 2010-11 Actions
Effectively leverage federal funding support for Saskatchewan's economic infrastructure	• Work with federal partners to efficiently deliver economic development services. • Make greater use of Foreign Affairs and International Trade Canada consular services for marketing and investment attraction.
Improve the effectiveness and efficiency of the Agency's programs and services so as to ensure the best use of public funds	• Implement a management practice of assessment and continuous improvement to ensure a robust, objective, and multi-year assessment function. • Perform an efficiency review of the administrative processes for the Invest in Saskatchewan Program in consultation with the Ministry of Finance, the federal government, and stakeholders. • Establish a LEAN culture in Enterprise Saskatchewan's operations. Perform value-stream mapping for at least three internal processes. • Evaluate performance of Enterprise Saskatchewan's key economic development programs. • Publish semi-annual progress reports on Enterprise Saskatchewan activities and accomplishments, including progress on Board recommendations. • Report on provincial economic performance using an economic benchmark reporting tool.

Performance Measures

Enterprise Saskatchewan is a catalyst whose work impacts the measures below, within the context of an integrated global economy. Many of these measures are heavily influenced by broader economic conditions beyond the control of Enterprise Saskatchewan. The following charts and tables are presented as a preliminary set of core indicators and measures for Saskatchewan's economy.

Measure	Baseline / Trend Line Information
Saskatchewan real GDP	

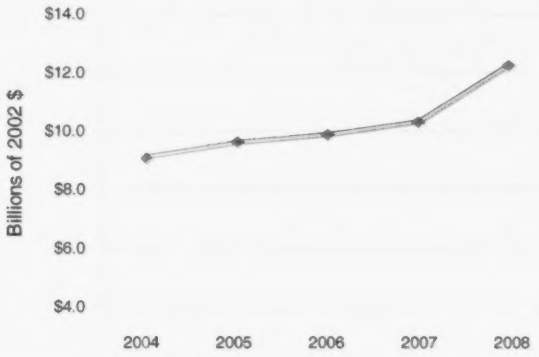
Source: Statistics Canada, CANSIM Table 384-0002

Measure Description

Real Gross Domestic Product (GDP) measures the amount of goods and services produced by the provincial economy. It expresses the value of goods and services produced in 2002 dollars, so rather than reflecting changes in price, only actual changes in output are reported. Rising real GDP indicates a growing economy and is linked to improved standards of living for Saskatchewan residents. Increasing provincial GDP over the long-term is Enterprise Saskatchewan's principal objective and a measure of the province's economic strength, although Enterprise Saskatchewan's direct impact on this measure is limited.

Measure	Baseline / Trend Line Information

Saskatchewan manufacturing sector real GDP

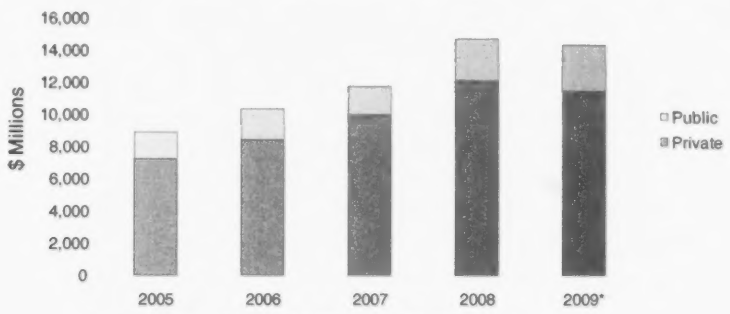


Source: Statistics Canada, CANSIM Table 379-0025

Measure Description

Manufacturing sector real GDP indicates changes in value-added production levels. Output is expressed in 2002 dollars to control for price fluctuations. It measures the combined economic performance of Saskatchewan's manufacturing industries. This measure is linked to Enterprise Saskatchewan's activities to increase value-added production to sustain economic growth. As companies make investments in technology and training, their productivity will also increase. This will be reflected in rising manufacturing GDP over the long-term.

Capital investment in Saskatchewan



Source: Statistics Canada, CANSIM Table 029-0005
**Preliminary actual investment for 2009*

Measure Description

This measure captures public and private investment in non-residential construction, as well as investments in leasing, purchasing, installing, repairing, and maintaining machinery and equipment. Capital investment plans not only indicate management views of future prospects for their industry, but also signal the level of satisfaction with the provincial business environment. This measure is associated with several of Enterprise Saskatchewan's key actions and supports the strategy of increasing investment in Saskatchewan over the long-term.

Measure	Baseline / Trend Line Information

Small Business Loans Association (SBLA) Program results

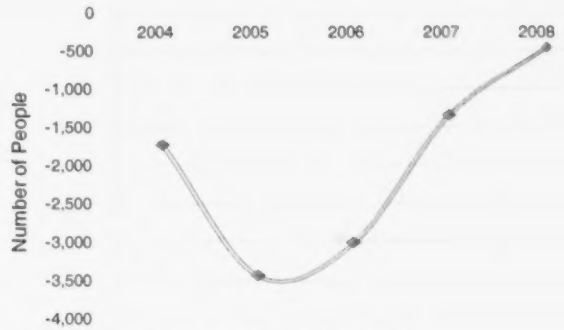
Fiscal Year	Loans (#)	Dollar Amount	Jobs Created	Jobs Maintained	Urban	Rural
2008-09	341	$3,822,777	558	574	155	977
2007-08	290	$3,247,952	479	534	215	798
2006-07	378	$4,041,431	575	797	221	1,151
2005-06	477	$4,861,950	513	763	90	1,187
2004-05	577	$5,056,518	566	1,008	175	1,399

Source: Enterprise Saskatchewan

Measure Description

The SBLA Program allows local loan associations to access an interest-free line of credit in order to provide capital loans of up to $15,000 to local businesses. It is administered by Enterprise Saskatchewan on behalf of the Minister Responsible for Enterprise Saskatchewan, and is an important source of support for small enterprises. "Jobs created" refers to new jobs resulting from SBLA loans; "jobs maintained" refers to existing jobs that were retained as a result of SBLA loans. This measure is associated with the strategy to provide effective economic development programs and services.

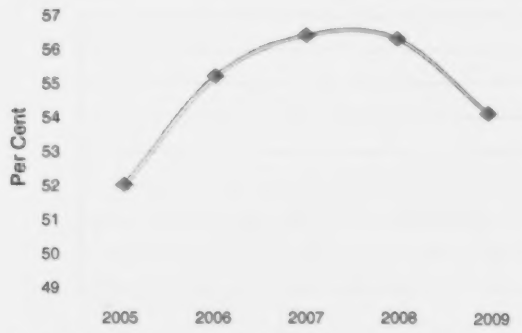
Net interprovincial migration (youth aged 15 to 24)



Source: Statistics Canada, CANSIM Table 051-0012

Measure Description

Interprovincial youth net migration trends indicate how successful Saskatchewan is at retaining and attracting young people. If youth are engaged in the economy and have positive perceptions of opportunities in Saskatchewan, they will be more likely to stay in the province. Enterprise Saskatchewan's success in facilitating greater participation of Saskatchewan's young people in the economy is one of several factors that should lead to continued improvement in net interprovincial migration over the long-term.

Measure	Baseline / Trend Line Information
Saskatchewan off-reserve Aboriginal employment rate (15 years and older)	 *Source: Statistics Canada, Labour Force Survey*

Measure Description

The Aboriginal employment rate is a high-level indicator of how successfully Saskatchewan's Aboriginal people are being integrated into the provincial economy. Achieving higher Aboriginal employment rates is a central element in strategies to meet future labour market needs in Saskatchewan. This measure reflects progress in Enterprise Saskatchewan's strategy to increase Aboriginal engagement in the economy over the long-term.

Financial Summary

Highlights of Appropriation and Expense 2010-11

2010-11 Estimates	(In thousands of dollars)
Enterprise Saskatchewan	
Operations	21,823
Programs	15,213
Agency Operations Appropriation	**37,036**
Agency Expense	**37,036**
Total Appropriation	**37,036**

For more information, see the Budget Estimates at: http://www.finance.gov.sk.ca/budget/2010-11

HIGHLIGHTS

Key highlights for Enterprise Saskatchewan's 2010-11 Budget include:

- Government has allocated an additional $325,000 to the Saskatchewan Trade and Export Partnership (STEP), bringing total funding for 2010-11 to $3.3 million. STEP is an industry-government partnership, which undertakes international and domestic marketing activities for its members and clients.
- Communities and workers negatively affected by international economic volatility will be assisted by the ongoing support of $8 million in funding provided through the Community Development Trust Fund.
- Economic growth in Saskatchewan will continue to be supported through the Western Economic Partnership Agreement, a federal/provincial partnership that helps Saskatchewan strengthen its key sectors and provides businesses with more tools to succeed in the knowledge-driven global marketplace.

For More Information

Please visit the Agency's website at www.enterprisesaskatchewan.ca for more information on the Agency's programs and service.